31. The Team's activities complement the investigations undertaken by the nine investigation teams and there is no duplication of effort, as the latter do not undertake this type of specialized leadership research, which requires specialized knowledge and language skills. The Team acts as the focal point for the collection and development of all relevant information, material and evidence relating to the leadership investigation. The investigation teams do, however, benefit from the work of the Leadership Research Team and the results of the research are often incorporated into the relevant prosecution briefs. The Team also coordinates the development of factual arguments relating to whether specific criminal acts were committed within the context of an international armed conflict.

32. Military Analysis Team. The Team comprises the five Military Intelligence Analysts from the former Strategy Team (one P-3 and four P-2) and it is proposed to establish two posts at the P-2 level for Analysts to be deployed to assist in trial preparation. The Team provides specialized analyses of the military aspects of the conflict in the former Yugoslavia, which is vital to the Prosecutor's investigations, which involve crimes committed within the context of a military conflict. The Team's analyses support both the investigative and prosecution aspects of the work of the Office of the Prosecutor. The members of this Team are specialized Military Analysts, whereas those in the nine investigation teams are Criminal Intelligence Analysts and there is no duplication of analytical functions between the investigation teams and the Military Analysis Team. The investigative teams benefit from the analyses completed by the Military Analysis Team, whose activities will be supervised and coordinated with the activities of the other teams within the Section by the Operations Commander.

33. Fugitive Intelligence and Sensitive Sources Unit. This was a functioning unit within the former Strategy Team. It tracks and gathers intelligence relating to the identification and current whereabouts of indicted war criminals, including those in the sealed indictments. The Unit regularly conducts liaison with other law enforcement agencies, including Interpol and other intelligence agencies in this regard. In addition to gathering intelligence relating to persons indicted by the Tribunal, the Unit receives all requests from Member States inquiring about the status of intended immigrants and whether they have been involved in the commission of war crimes. This is a vital service provided by the Tribunal to Member States and assists in ensuring that persons involved in the commission of war crimes do not migrate to other countries.

34. The Unit is currently comprised of two Investigator posts at the P-3 level redeployed from the former Strategy Team. In addition, it is proposed to establish an Investigator post (P-2) to enable the Unit to develop further sources of information. It is recognized that, in some cases, it is necessary to rely on informants who have special or inside information. These sensitive sources must be approached and handled carefully by investigators with experience in such matters. It is expected that valuable intelligence and information can be obtained from sensitive sources and it is likely that some of those sources may testify before the Tribunal as prosecution witnesses. The Office of the Prosecutor has already been able to obtain very valuable information and testimony from such sources. The investigators in the Unit will

identify, approach and arrange interviews with such sources by investigators in the criminal investigation teams assisted by members of the Leadership Team.

35. Forensic Unit. The Prosecutor intends to continue with the mass grave exhumation programme for the foreseeable future to be carried out by the Forensic Unit. Under the original structure, the Unit was headed by a Forensic Policy and Planning Coordinator and assisted by a Forensic Project Manager (P-4), an Engineer (P-3), and a Logistics Officer (P-3). However, during the restructuring of the Office of the Prosecutor in the latter part of 1997, the Coordinator was redeployed out of the Unit and redesignated Operations Commander (para. 22 above). It is also proposed to redeploy the existing General Service (Other level) post of administrative assistant to the Sarajevo field office to provide support in the field. It is further proposed to establish one new temporary post (P-3) for a Forensic Anthropologist and to convert one gratis position to a temporary post (P-4) for a Forensic Crime Scene Examiner in order to strengthen the capabilities of the Unit.

36. As the parties within the former Yugoslavia continue to conduct exhumations themselves in addition to and outside of the programme of the Office of the Prosecutor, the services of an anthropologist would ensure that there are no conflicts of interest and that evidence obtained during those exhumations can later be used by the Office, if necessary, in its prosecutions. The anthropologist would provide the important continuity to forensic work associated with mass grave exhumations. Experience has shown that the planning stage for each exhumation takes at least three months, the actual exhumation and post-mortem work up to six months and the preparation of reports and statements a further three months. The Prosecutor's investigations also involve the examination of the scenes of crimes. It is essential for examinations to be undertaken to obtain corroboration of the commission of the offence, if possible the identification of the victims and perpetrators, the manner in which the crimes were committed, the taking of measurements, photographs as well as fingerprints, blood samples/scrapings for DNA testing and the recovery of physical evidence such as ammunition casings, cartridges and items of personal property.

37. Administrative support. A pool of 10 secretaries currently provides support to the Investigations Section, one for the Chief of Investigations, one jointly for the Investigation Commanders, one for the Operations Commander, six for the nine investigation teams (each secretary offering support to two investigation teams) and one for the Fugitive Intelligence and Sensitive Sources Unit. It is proposed to establish one new temporary General Service (Other level) post for the increased work being performed by the Section, in particular the Forensic Team, the Leadership Research Team and the Military Analysis Team.

38. The provision of a pool of 10 General Service (Other level) language assistant posts is proposed for the Investigations Section to help alleviate the problems faced by the Section in the translation of documents used for trial proceedings. The demands being placed on the Tribunal's Conference and Language Support Services, in particular as the necessity to have documents translated for proceedings in the Trial and Appeal Chambers increases, have resulted in the Office of the Prosecutor suffering unacceptable delays in having important material translated. A great deal of investigative material is in the

Best copy available

Serbo-Croatian language and until this material can be adequately translated, the progress of investigations is unnecessarily delayed. Investigations should not be curtailed by the lack of translators and it is intended that the Office of the Prosecutor should have its own dedicated pool of language assistants who will be required to translate material for the investigation teams. At present, there is an excess of 100,000 pages of documents in Serbo/Croatian, which the investigative teams cannot assess until translated.

39. Field offices. The need to maintain mission posts in Zagreb, Sarajevo and Belgrade remains constant and represents an important development in the efficiency of the Office of the Prosecutor's investigations in the field. Each office is staffed by an internationally recruited Head of Office (P-4) who reports to the Operations Commander (P-5) in The Hague. The Zagreb office has one Operations Officer (P-2) and two local General Service (Other level) posts for a secretary and a driver. No changes are proposed for the Zagreb mission office.

40. In addition to the Head of Office, the Belgrade field office has a local secretary (General Service (Other level)), although one of the Research Officers (P-2) posts from the Investigations Section has been deployed to Belgrade since 1996 to assist investigative teams conduct investigations in Yugoslavia; to identify and locate potential witnesses, making them available for interview by visiting investigation teams; to screen potential witnesses on behalf of investigation teams in The Hague; and to screen witnesses who arrive voluntarily at the mission office. On occasions, the Operations Officer takes statements from witnesses under specific instructions from The Hague, thus eliminating the need for some missions to Yugoslavia for the purpose of interviewing those witnesses. It is proposed to establish a new temporary post at the P-2 level for an Operations Officer to perform those functions, thus allowing the existing Research Officer's post to be returned to The Hague. It is essential that the Operations Officer have appropriate Serbo-Croatian language skills.

41. The Head of Office in Sarajevo supervises the activities of two investigators (one P-3 and one P-2), one Military Intelligence Analyst (P-3), one Operations Officer (P-2) and two General Service (Other level) staff - a secretary and a driver. The activities being performed by the Sarajevo office remain constant and it is not possible to reduce the level of resources. It is proposed to redeploy the existing administrative assistant (General Service (Other level)) post from the Forensic Unit to the Sarajevo office to support the field work of the Unit.

42. As requested by the Advisory Committee in its report (A/51/7/Add.7, para. 30), the total cost of field offices for 1998 has been identified as follows:

(a) Staff assigned to field offices

(i) Office of the Prosecutor

Field office	Professional category	General Service
Sarajevo	1 Head of Mission (P-4) 1 Investigator (P-3) 1 Military Intelligence Analyst (P-3) (redeployed from the Strategy Team) 1 Operations Office (P-2) 1 Investigator (P-2)	1 administrative assistant 1 driver 1 secretary (redeployed from the Forensics Unit)
Zagreb	1 Head of Mission (P-4) 1 Operations Officer (P-2)	1 secretary 1 driver
Belgrade	1 Head of Mission (P-4) 1 proposed Operations Officer (P-2)	1 secretary

(ii) Electronic support services of the Registry. A communications technician at the General Service (Other level) is assigned to the Sarajevo field office. Further support to this office is provided by the Communications Field Support Officer (P-2), who supports the three field offices from The Hague;

(iii) Security. Five officers are needed to ensure the necessary levels of security at the office in Sarajevo. Security at the Zagreb and Belgrade offices are provided by UNMIBH Central Support and UNTAES respectively where the field office is co-located within the bounds of other United Nations offices. Compensation for services of those officers are provided from the voluntary trust fund;

(b) Total costs of operating field offices (in United States dollars):

	Sarajevo	Zagreb	Belgrade
Temporary posts (net)	597 300	278 000	247 500
Other staff costs	219 000		
Rental[a]	118 100	62 400	62 400
Utilities[a]		3 800	3 800
Cleaning[a]		3 800	3 800
Communications	72 000	36 500	36 500
Total	1 006 400	384 500	354 000

[a] Provisions for Zagreb and Belgrade in anticipation of removal from joint accommodation.

Information and Evidence Section

43. The Section is divided into three units, the Evidence Unit, the Information Support Unit and the Systems Development Unit. It is responsible to the Prosecutor for the retention, storage, security and retrieval of information and physical evidence obtained in the course of the Prosecutor's investigations. The services provided by the Section underpins the work of all sections of the Office of the Prosecutor. It ensures that its collection of information is thoroughly indexed and captured on the Office's databases to enable timely and efficient retrieval of relevant and documents information. This is especially important when it is necessary to identify a particular document for trial purposes, including discovery of exculpatory material for the defence lawyers. Many hours of manual searches are avoided once documents are fully indexed and entered into the databases, thereby increasing the efficiency of the Office of the Prosecutor.

44. Evidence Unit and the Document Indexing Subunit. The Evidence Unit is responsible for the registration, processing and physical and electronic storage of all evidence, information and documentary material submitted to the Office of the Prosecutor from any source. In line with the restructuring of the Office, it is proposed that a Document Indexing Subunit be created within the Evidence Unit. Indexing of documents and artefacts is a prerequisite for loading documents onto the document management system, for including key information in the criminal intelligence database and for tracking documents and reviewing holdings at key stages in investigations and prosecutions.

45. The Evidence Unit comprises 12 staff, as follows, 1 P-3 (Chief of Unit) and 11 General Service (Other level) of whom 3 are information network assistants, 2 computer systems assistants, 2 computer systems clerks, 2 language assistant data entry clerks and 2 records clerks.

46. For the Document Indexing Subunit, it is proposed to transfer the post of records management assistant from the main Unit to the Subunit and to establish a pool of 10 new temporary posts dedicated to the indexing of evidence and information prior to its normal reception by the Evidence Unit for electronic capture and dissemination. In the Secretary-General's report covering the 1997 revised estimates of the budget of the Tribunal (A/C.5/51/30/Add.1, para. 36), nine data entry clerks were sought to assist investigation teams to index documents and materials obtained by the Office of the Prosecutor. However, the Advisory Committee, in its report (A/51/7/Add.7, para. 26) recommended against approval of those posts for 1997 and further recommended that the request be resubmitted, with adequate justification, in the context of the Secretary-General's report on the proposed 1998 budget for the Tribunal.

47. In the light of the above recommendation, it is now sought to resubmit the request for the nine indexing clerks and a new post for a quality control clerk in the Evidence Section. These dedicated staff would be responsible for the indexing of 14,000 to 18,000 pages per month. Depending on document sizes, one indexing clerk and a quality control clerk (working part of his/her time) are able to index between 77 to 100 pages correctly per day. It is estimated that the Office of the Prosecutor will receive between 20,000 to 25,000 pages per month for indexing in 1998. In the past, the distribution of this indexing

task throughout the Office as a peripheral task for investigators and analysts resulted in backlogs and a lack of consistency and quality control of the work, thus impairing the value of the information retrieved and creating extra work in manually searching the collections for relevant documents and information. A dedicated team of clerks in an indexing subunit would help the Office address the document indexing issues and through effective use of document summaries, including documents in the Serbo-Croatian language, would lessen the need to have all documents submitted for translation and thus reduce the pressure on the Tribunal's translation services.

48. The Prosecutor has also recently been advised that it is possible to obtain ready access to the UNPF archive, which will be stored in Geneva. A preliminary assessment has already identified about 500,000 pages of material in the archive that is relevant to the Prosecutor's investigations and will have to be processed by the Evidence Unit. In view of the size of the backlog, it is the Prosecutor's intention to seek voluntary contributions to augment assessed resources available for indexing and processing this material from the UNPF archive.

49. Information Support Unit and the Video Analysis Subunit. The Unit is responsible for the analysis, cross-referencing and incorporation of information into a criminal intelligence database, the maintenance of a map library and the creation of physical and electronic presentations from photographs, maps and database reports. It also provides training and support in information systems and work practices.

50. The criminal intelligence database, previously described as the structured database, is an essential and vital tool for investigations and prosecutions. If a document is assessed as having evidence or information relevant to investigations or prosecutions, it is submitted to the Information Support Unit for inclusion in the database. The Unit extracts from each document all information about names, places and events and records the nature of relationships between persons and groups and places and events. In this way the database becomes a vital tool to investigators in identifying new witnesses, establishing vital links between otherwise unconnected pieces of information, identifying exact dates and places from limited witness accounts and identifying patterns of criminal behaviour. The database is used for rapid identification of information required by the Prosecutor concerning suspects who may be arrested and to identify and produce material about accused persons brought before the Tribunal in accordance with the Rules of the Court.

51. The task of the clerks in the Information Support Unit to extract information from documents is labour-intensive. However, days of effort are saved by investigators, analysts, attorneys and trial assistants at each stage from investigation to trial by identifying and retrieving only relevant information when searching the collections. In 1998, it is anticipated that up to 1,500 pages of information will need to be incorporated into the criminal intelligence database each month. The task of integrating information into the database is slow and labour-intensive, with each clerk thoroughly processing 4 to 5 pages each day or 80 to 120 pages per month. Earlier estimates of the resources required to integrate information into the database were erroneous, mainly because these were calculated on the premise that the investigation teams

would be in a position to enter their own data. However, experience has proven that this is rarely possible and will become increasingly so following the restructuring of the Prosecution and Investigation Sections. Further, there has been an increase in the volume of material to be entered into the database. Now that more documents are being indexed and placed into the information index database, more documents are available for assessment and submission by the investigation teams for incorporation of the contents into the criminal intelligence database. Only those documents assessed as relevant to the Office of the Prosecutor investigations are incorporated into the latter database, which had been predominately witness statements taken by the investigations teams. Following the experience of the Blaskić case, it is now necessary to include orders, minutes of meetings, battalion orders and other documents. This has led to an increase in materials requiring data entry and, consequently, an increase in the number of staff required to complete the work.

52. The current staffing level of the main unit is comprised of one Chief of Unit (P-3), nine General Service (Other level) posts - one computer information support assistant, four information integration clerks, one computer information systems clerk, one training assistant, one cartographic clerk and one software support clerk. The four information integration clerks are unable to cope on their own with the amount of information to be entered into the criminal intelligence database. In order to ensure that the unit would have the capacity to process up to 1,680 pages of documents per month and that no backlogs are created during the year, it is proposed to establish 12 new temporary General Service (Other level) posts, of which 10 are for information integration clerks and 2 for general information integration quality control clerks.

53. It is proposed to establish a Video Analysis Subunit to address the indexing and analysis of a backlog of 1,500 video tapes (approximately 3,750 hours of footage) in the Office of the Prosecutor's document and evidence collection. Most of the tapes consist of material broadcast throughout the territory of the former Yugoslavia during the period of the conflict. They form an important source of evidence, in particular those containing speeches and statements by persons in authority and who are under investigation by the Prosecutor. The bulk of the tapes are in the Serbo-Croatian language. It is necessary to index each tape for its content and this process requires an indexing clerk, with language skills, to view each tape and prepare a comprehensive index, which will then enable investigation and prosecution teams to identify relevant material for further analysis and presentation in evidence before the Trial Chambers.

54. The indexing and analysis of the video tapes are currently performed by a gratis staff member. The volume of work to be processed cannot be handled by one person alone and together with the planned phase-out of gratis personnel by 1998, it is therefore proposed to convert the existing P-2 Video Analyst gratis position to a temporary post and to establish one new temporary post at the General Service (Other level) level for a video analyst assistant.

55. Systems Development Unit. The Unit maintains and develops information systems required by the Office of the Prosecutor to conduct multiple and complex investigations and trials that could not be managed without the use of information technology. This involves both the development of software

programmes and the customization and maintenance of off-the-shelf packages. As the demands placed by the Office on the software suite change according to the nature of the work, the Unit must tailor the software solutions to meet the needs of the Office. During the last 12 months, the Unit has carried out numerous software development projects, including substantial enhancements to the criminal intelligence database, integration with analysis software tools and substantial enhancements to the Office of the Prosecutor's indexing database.

56. There are no changes envisaged for this Unit other than a proposal for reclassification to the P-3 level of the current post for the Chief of the Unit to reflect the increase in managerial responsibilities. The Chief of the Unit is assisted by the systems development assistant and three systems development clerks at the General Service level.

III. THE REGISTRY

57. The Registry must be in a position to support all of the activities undertaken by the Chambers and the Office of the Prosecutor. As the Tribunal has grown, the basic administrative functions have not grown in line with the additional workload that has arisen.

Office of the Registrar

58. The existing staffing table for the Immediate Office of the Registrar includes one existing Assistant Secretary-General and one General Service (Other level) post. This remains unchanged. Also, one of the legal assistants described in paragraph 66 below acts as a special assistant to the Registrar.

59. Registry Legal Support Unit. This Unit provides advice on the legal aspects of all administrative matters. The existing staffing table for the Unit includes two existing P-5 and two P-4 posts. It is proposed to split the Unit between those Legal Officers who support the Chambers (para. 76 below) and those who support the Registry. This more accurately reflects current practice. The Registry Legal Support Unit would currently comprise one P-5 Senior Legal Officer and it is proposed to establish one General Service (Other level) post to provide the necessary administrative and secretarial support for the Unit. The one P-5 and two P-4 posts would be redeployed to the newly created Chambers Legal Support Unit.

60. Press and Information Office. The current staffing table includes one existing P-4 (Spokesperson for the Tribunal), one P-2 (Information Officer)and two General Service (Other level) posts (one press and information assistant and one public information assistant). It is proposed to strengthen the operations of the Unit by establishing two new General Service (Other level) temporary posts, one for an Internet assistant and the other for a press assistant. This addition would enable the Office to cope with the substantial growth of interest from the international public, government ministries, international organizations and non-governmental organizations on the activities of the Tribunal. The dissemination of public information is not only essential to the mission of the Tribunal, it is also part of its mandate. In this regard, the Press and Information Office would require the appropriate resources to trigger

a greater exposure of the Tribunal activities in order to contribute to the success of the Tribunal and to benefit the United Nations as a whole.

61. Security and Safety Section. In reviewing the proposed staffing table for security personnel it should be noted that the Tribunal has many special requirements that do not exist elsewhere in the United Nations system. These include the requirement to accompany single or multiple accused wherever they go within the Tribunal building, to ensure the safety of witnesses before and after they testify and to secure the Tribunal building from terrorist attack. Each of those activities is labour-intensive and they therefore require a force of security officers that might seem disproportionate to the size of the Section if all factors were not taken into account.

62. The current structure of the Security and Safety Section includes a P-4 (Chief of Security), a General Service (Principal level) (assistant to the Chief), a General Service (Other level) (administrative assistant) and 61 Security Officers. In addition, a further five security personnel are currently employed in the Sarajevo field office, funded from voluntary trust fund resources, thus providing the flexibility to terminate such services in the event that the Tribunal field office is able to co-locate with another United Nations agency. This situation is expected to continue in 1998.

63. With the advent of a new courtroom, whether interim or permanent, trial activities are expected to increase in 1998. Recent developments with regard to arrests of indicted accused and the protection of and relocation of witnesses have also necessitated the strengthening of working relationships with the Netherlands Security and Intelligence Services, the European Police Organization (EUROPOL), the North Atlantic Treaty Organization (NATO) forces in the former Yugoslavia and the intelligence authorities of foreign missions in The Hague for purposes of providing timely threat information and personnel reliability issues.

64. The existing structure will therefore no longer be able to support the security requirements of the Tribunal. It is therefore proposed that the following posts be established: one P-3 (Deputy Chief) and 10 Security Officers to support the second courtroom. Of the 10 additional officers, one will act as Courtroom Supervisor to oversee the security of the courtroom, 3 would be Detained Escort Officers who would be responsible for the movement of detainees within the Tribunal building and from holding cells, two Courtroom Officers who would provide permanent security within the courtroom and four Public Area Officers who would monitor the public gallery and viewing areas as well as entry and exit from the public areas of the Court. It is also proposed to reclassify the post of Chief of Security to the P-5 level to reflect the increased level and complexity of tasks performed.

Judicial Support Services

65. Under the direction of the Deputy Registrar (D-1), Judicial Support Services is responsible for managing courtroom operations, the provision of legal aid through the assignment of defence counsel to indigent accused, supervision of the Tribunal's Detention Unit, recommending protective measures and provision of counselling and support to victims and witnesses and

maintaining diplomatic contacts with Member States. Through the Deputy Registrar, the Registrar controls six distinct units, which are dealt with individually below. These units are the Court Management and Support Services, the Chambers Legal Support Unit, the Detention Unit, the Defence Counsel Unit, the Victims and Witnesses Unit and the Library and Reference Unit. Judicial support services thus combines the diverse roles played in a national system by a prisons service, legal aid board, court registry and diplomatic corps. The Service is headed by the Deputy Registrar (D-1), who is currently assisted by a secretary at the General Service (Other level) level.

66. The direct resources of the Office of the Deputy Registrar are currently strengthened by the services of 11 gratis personnel in the capacity of legal assistants provided under an existing arrangement with the International Commission of Jurists. The functions performed by the assistants are essential to the core functions of the Tribunal and the conversion of these gratis positions to temporary posts is therefore proposed for 1998.

67. The functions that the legal assistants currently perform involve: (a) undertaking legal research on matters relevant to the functions of the Registry; drafting legal, diplomatic and other daily correspondence of the Registrar and Deputy Registrar; (b) preparing and updating various legal documents of the Registry such as judicial forms, the Practitioner's Manual, and the Directive of the Judicial Department of the Registry; (c) providing support to the Registrar and Deputy Registrar in the administration of rules and regulations of detention and related matters, including complaints procedures, detainees' entitlements regarding communications by telephone, mail and personal visits; (d) providing assistance to the Legal Officer in charge of defence counsel matters, inter alia, by maintaining a list of assigned counsel, liaison with defence counsel on behalf of the Legal Officer concerned, providing input for the preparation of a code of conduct for defence counsel; (e) undertaking, at the request of the Coordinator of the Victims and Witnesses Unit, legal research relevant to the Unit's functioning; (f) providing assistance to the Court Officer in the management, classification, registration and distribution of case documents; and (g) assisting in the preparation of publications produced by the Tribunal.

68. Court Management and Support Services. The Service is comprised of two units, that is, the Court Management Unit and the Support Services Unit. Tasks in connection with proceedings before the Trial Chambers include the organization of trials and other hearings relating to amici curiae, summons of witnesses and experts, record keeping, judicial procedures for video-conferencing, procedures in cases of contempt of court and procedures for the restitution of property and compensation to victims. Additional duties relate to appellate and review proceedings and with respect to pardon and commutation of sentences. The Court Management Unit is responsible for making all necessary arrangements for hearings and status conferences, including the provision of services required during the proceedings. Such services include receiving documents filed in the courtroom during the proceedings, handling of exhibits and the preparation of procedural minutes. Additional services are provided to the Court by the Support Services Unit, which is responsible for facilitating the practical operations undertaken in the management of all the Tribunal's procedures. During court proceedings, the Unit is responsible for the filing

and indexing of all case documents, as well as the distribution of case documents to both prosecution and defence parties.

69. With two courtrooms operating in 1998, five trials will be in progress simultaneously in the trial chambers. At the same time, two or three cases will be submitted to the Appeals Chamber. Preliminary hearings of arrests during the year will further add to this workload. It can be reasonably expected that three different cases may be considered the same day, of which two would be conducted at the Trial Chambers and one in the Appeals Chamber. Also, with a second courtroom, the majority of the tasks of Court Management and Support Services are effectively duplicated. The minimum requirements for court management would be three operating teams, consisting of a Court Deputy (team leader, P-2) and one usher/courtroom officer (General Service (Other level)), to serve both Trial Chambers and the Appeals Chamber, while the minimum requirements for support services would be three court records assistants and two court records clerks.

70. The current structure of two P-2 (Court Deputies) and four General Service (Other level) (two court records assistants and two ushers) posts and one gratis position at P-2 level (Court Deputy) would need to be augmented to carry out the tasks entrusted to it. In view of new developments, it is therefore proposed: (a) to establish a new temporary Legal Officer post at the P-4 level to coordinate the various tasks of the Service and to ensure the smooth running of the courts by controlling the day-to-day courtroom activities, four General Service (Other level) posts for an usher, a court records assistant and two court records clerks; and (b) to convert the existing gratis position of Court Deputy at the P-2 level to a temporary post.

71. Victims and Witnesses Unit. In 1997 the Unit experienced the first completed trial in the history of the Tribunal. Another trial commenced plus a trial in which there were four defendants and therefore several times more witnesses than in the trial of a single detainee. Through the experience of these trials, it became apparent that the Unit was understaffed in two vital areas, that is, field management of witnesses in their home country and the administration of the witnesses' support, travel and accommodation. The former of the two problems was resolved in 1997 through the loan of an experienced security officer as a field assistant. Both situations, in particular the latter, led to excessive hours being worked by senior staff in the Unit along with excessive overtime hours worked by General Service staff. The administration of the witnesses' requirements alone involves the coordination of mechanisms of travel to ensure that all witnesses are equipped with adequate documentation in order to travel to the Netherlands and to re-enter their country of residence without suffering any loss of entitlements; provision of insurance for travel, health and public liability; provision of accommodation facilities during their stay at The Hague; provision of daily allowances for personal and incidental expenses during their stay; compensation for the loss of wages due to their absence from their employment while in The Hague; where applicable, provision of an allowance for an accompanying support person or dependent children under exceptional circumstances; a programme of induction to the Court after their arrival; and provision of medical and psychiatric services, where required.

72. In 1997 the existing structure of the Unit, which includes one P-4 (Coordinator), two P-3 (one Protection Officer and one Support Officer), one P-2 (Support Officer), one General Service (Other level) (administrative assistant) posts has proved insufficient to provide the necessary implementation of the objectives of the Tribunal. The Tribunal has thus far been fortunate in that voluntary contributions have supported the operations of the Unit, in particular, the provision of witness assistants. In 1998, however, it does not appear possible for this to continue. With the anticipated increase in judicial activities in 1998 it is inevitable that the number of witnesses called for both by the defence and the prosecution counsel would rise in direct proportion.

73. It is therefore proposed to establish one P-2 (Support Officer) and six General Service (Other level) posts for two field assistants, three administrative assistants and one witness clerk to strengthen the basic structure of the Unit and to provide the requisite services for the protection of witnesses. It is also proposed to reclassify the post of Coordinator to the P-5 level to reflect the increased responsibilities and complexity of tasks performed.

74. Chambers Legal Support Unit. This is a new Unit created by the split of the Legal Support Section, previously under the direct responsibility of the Registrar, and has now more appropriately been transferred to the Judicial Support Services in the Registry. The Unit will provide in-court legal and administrative support, research, documentation and editorial services to the Judges, in addition to administrative support such as programme planning and budgeting for the Chambers.

75. The primary task of the Legal Officers in Chambers is to ensure the smooth running of the Chamber and of the cases being handled. This includes document and personnel management, communication on behalf of the Chamber with the parties and other external bodies and persons, coordination between Chambers as to scheduling and use of courtroom facilities, supervision and editing of documents issued by the Chamber and monitoring of all activities and matters pending. Tasks carried out by the Legal Officers in respect of each trial begin with initial hearings and continue throughout the preparation of judgement until sentence is issued. In practice, the period after the close of hearings reflects the most intense period of activity for the Legal Officers. In order to provide trial without undue delay, new trials will commence in both courtrooms as soon as the hearings in the previous case have closed but before the judgement and sentence have been issued.

76. The required staffing resources would take into account the following: the redeployment of one P-5 and two P-4 posts from the Legal Support Unit in the Registry, the proposed establishment of one P-4, one P-2 and two General Service (Other level) posts and the conversion of 11 gratis positions at the P-2 level.

77. With an additional courtroom to be established, it will not be possible with the existing staffing levels to provide one Legal Officer per Chamber as required, since two of the three Legal Officers would still be providing assistance to a Chamber that has reached the stage of preparation of judgement. Only one Legal Officer would be available at the very time that assistance is needed with courtroom proceedings in two new trials with different Judges. In

addition, the Appeals Chamber is expected to hear three appeals in 1998 and would require similar support and assistance. The nature and intensity of the work means that it would not be possible for a Legal Officer to assist more than one Chamber once hearings have commenced, although this is possible in the pre-trial stage.

78. For these reasons an additional post at the P-4 level is sought to handle one of the two new cases in trial, while the other will be covered by one of the existing three Legal Officers. Once judgement and sentence in the first two trials have been completed, one of the Legal Officers assisting those Chambers will be available to assist with the fifth trial and the other with the Appeals Chamber. Until such time, Appeals Chamber matters and pre-trial matters in the fifth trial will need to be distributed among the four Legal Officers on an ad hoc basis, depending upon actual workload.

79. A new temporary post of Special Assistant to the President of the Tribunal at the P-2 level is proposed to assist the President in the performance of his executive functions, which include, in addition to his judicial functions, maintaining diplomatic contacts, representing the Tribunal at international meetings, reporting to the General Assembly and Security Council on the activities of the Tribunal and monitoring the compliance or non-compliance of States with the orders of the Tribunal. It is also proposed to establish two General Service (Other level) posts for a secretary and a transcript coordinator. With increased judicial workload, a secretary would provide the much-needed secretarial support for a unit comprised of 15 Professional staff. The Transcript Coordinator would assist in all tasks relating to the editing and release of transcripts. With two trials running at any one time throughout 1998, there will be four transcripts (one for each trial in each language) of about 100 pages being produced each day by the Tribunal. All of these procedures are extremely time-consuming and must be performed to a high standard of accuracy to ensure that no confidential information is accidentally released.

80. It is anticipated that the six Trial Chamber Judges will be sitting on active cases throughout the entire year and that the Appeals Chamber Judges will resolve at least three full appeals. In order to permit the proper application of international law by the Tribunal, it is essential that each Judge continue to have the benefit of personal, ongoing dedicated research support, as is the norm in most national court systems. Owing to the wide range of legal issues that arise and the need for comparative studies of the varying approaches to problems in different national legal systems, it is proposed to assign an Associate Legal Officer (P-2) to each Judge through the conversion of the existing 11 gratis positions to temporary posts.

81. Detention Unit. The Detention Unit is currently staffed by a Commanding Officer (P-3) who currently supervises 17 detention guards provided by the Government of the Netherlands on a contractual basis and one gratis staff member. The Unit has a capacity to hold 24 detainees and at present holds 10 detainees, who are attended by 18 prison guards made up of 17 guards contracted from the host Government and one guard who is provided by the Government of Denmark on non-reimburseable loan. To date, there are 20 detainees and it is anticipated that in 1998 the average number of detainees would be 18. Correspondingly, the number of prison guards would have to be increased in

accordance with standards required by the Netherlands Penitentiary Complex. It would also be inevitable that with the increase in prisoners and prison guards, the administrative management of such persons would lead to more complex responsibilities and tasks. It is therefore proposed to reclassify the post of the Chief at the P-4 level; to establish two new temporary posts at the General Service (Other level) for a resident language assistant and for an administrative assistant; and to convert the existing gratis position to a temporary post (Deputy Commanding Officer) at the General Service (Principal level).

82. Provision of the additional personnel would enable the Unit to facilitate the secure running of the Detention Unit in accordance with the Rules of Detention of the Tribunal. The resident interpreter makes it possible to communicate with the detainees for the purpose of hearing requests and complaints, censor correspondence and monitor telephone calls, translate the many and varied communications received in Serbo-Croatian and facilitate communication between the detainees and the officials of the Tribunal. With the increasing volume of administrative tasks, the administrative assistant would provide administrative support to the Unit. The conversion of the existing gratis position to a temporary post results from the plan to phase out the services of gratis personnel by 1998. The position is vital to the operations of the Unit and should be held by a Tribunal staff member in order to maintain the required level of control. In addition to acting as Commanding Officer in his or her absence, he/she bears the responsibility for scheduling and supervision of routine rostered duties and all operational matters (for instance movement of detainees, scheduling of recreation and exercise, on-the-job training and visit and work routines).

83. It is also proposed to reclassify the post of Chief of the Detention Unit to the P-4 level to reflect the complexity of the tasks undertaken by the Chief, the high profile of the role and the overall significant responsibilities borne by the post, of which the most important are to ensure the safety and security of prisoners and to implement the Tribunal's Rules of Detention.

84. Defence Counsel Unit. The Defence Counsel Unit is currently staffed by one P-3 officer and one General Service (Other level) administrative assistant. Defence counsel and co-counsel are funded under contractual services. No changes are proposed in the staffing table.

85. Library and Reference Unit. After three years of its existence, there is a pressing need in the Tribunal to establish archives and to adopt a coordinated record management programme for the Tribunal. There is currently no accepted common thread that ties the archival activities together in various offices. This is a result of a decentralized approach to the receipt and storage of correspondence received and distributed by the different organs of the Tribunal along with documents arising from the public and private activities of the Tribunal. The Tribunal, although part of the United Nations, is unique in the nature of its activities in that it requires a more carefully evaluated approach towards the creation of the coordinated record management system and archival policy. Commonly accepted United Nations practices such as subject classification plans, indexing procedures and, to a certain degree, record retention schedules should be applied flexibly. In order to create a

coordinated approach to archiving and document storage, this task has been moved from the General Services Section to the Library and Reference Services, where it can be given the attention required to ensure that it is professionally carried out.

86. The Unit is currently staffed by a Librarian (P-3) and a General Service (Other level) administrative assistant. It is also proposed to establish a post at P-2 level for an Archivist and to redeploy from the General Services Section the three existing General Service (Other level) posts of archive assistant and two document clerks to this Unit where an Archive Unit is to be created. These would strengthen the present capabilities of the Unit and enable it to provide a coordinated records management and archival services.

Administrative Services

87. Office of the Chief of Administration. The proposed staffing table for this Office takes into account existing resources of one D-1 and one General Service (Other level) posts and the proposed establishment of one P-4 (Administrative Officer). The proposed post would provide assistance and back-up in the oversight and coordination of six administrative sections as well as coordination of operational requirements for the Office of the Prosecutor and the Chambers. In addition, the establishment of a new temporary P-2 post would be required for an Administrative Officer who will be outposted to the Office of the Prosecutor to provide the administrative support that cannot otherwise be carried out by individual section chiefs.

88. General Services Section. This office is responsible for a wide range of activities, including construction, procurement, travel and traffic, buildings management, transport (including the vehicle fleet in the field) and protocol activities. The growth of the Tribunal has led to increased procurement, travel and buildings management activities. In particular, the Procurement/Travel Unit has been unable to meet current demands. With increased prosecution and investigation activities as well as the anticipated construction of both the interim and second permanent courtroom, the current structure of this Section will be inadequate to meet the requirements of the Tribunal.

89. The current structure of the Section includes 1 P-4 (Chief of Section), 1 P-3 (Procurement Officer), 1 P-2 (Building Management Officer), 1 General Service (Principal level) and 14 General Service (Other level) comprised of an administrative assistant, secretary, procurement assistant, travel/traffic clerk, maintenance supervisor, operations supervisor, maintenance and operations assistant, receiving clerk, property control/mail and pouch clerk, computer graphics designer, 2 reproduction clerks and 2 drivers. To augment the structure of this service, it is proposed to establish one P-2 (Procurement Officer) and three General Service (Other level) new temporary posts for a procurement assistant, a travel/traffic clerk and a mail and pouch clerk. It is also proposed to reclassify the posts of Chief of Section to the P-5 level and the Building Management Officer to the P-3 level to reflect the performance of a wider range of responsibilities. Also, the current post of a procurement assistant at the General Service level, funded from extrabudgetary resources, will be retained in 1998.

90. Personnel Services Section. In this Section, the range of activities covers recruitment, contract issuance and administration of entitlements, oversight of appointment and promotion boards, training, staff welfare, health insurance and pension benefits, and, most recently, the establishment of working groups to determine standards for non-typical United Nations functions such as investigators and military analysts and the creation of a panel on discrimination. The Personnel Section still has the same authorized staffing in 1997 as in 1995 even though the authorized staffing table of the Tribunal has increased by nearly 50 per cent and the workload of processing short-term and special service agreements has increased more than five times.

91. The current structure which includes one P-4 (Chief of Section) and two General Service (Other level) personnel assistants, is inadequate to provide timely and efficient personnel services to the Tribunal in the areas of staff administration and recruitment. It is therefore proposed to establish one P-3 (Recruitment Officer), one P-2 (Personnel Officer), and two General Service (Other level) (personnel assistants) posts to augment the current staff resources. It is also proposed to reclassify the post of Chief of the Section to the P-5 level to reflect performance of tasks of greater complexity and wider scope. In addition, two personnel assistant posts at the General Service level, one existing and one new temporary post, would be funded from extrabudgetary resources in 1998.

92. Budget and Finance Services Section. The increase in financial activities in the Tribunal has added to the volume of complex financial transactions to be processed, to the overall level of resources from assessed and extrabudgetary funds to be managed and to the scope of accounting activities to be performed. The number of staff in this service, however, has not grown in proportion to the substantial increase in financial activities as well as to the overall increase in staff of the Tribunal. The current structure includes one P-4 (Chief of Service), one P-3 (Finance Officer), and four General Service (Other level) posts (one budget assistant and three finance assistants).

93. In order to augment the existing staffing resources and to enable this service properly to provide the requisite budgetary and financial accounting support to the Tribunal and implement its objectives, it is proposed to establish one new temporary post for an Assistant Accountant (P-2) and three General Service (Other level) posts for finance assistants. It is also proposed to reclassify the post of Chief of Section to the P-5 level as well as that of one of the finance assistant posts to the General Service (Principal level) to reflect the increased responsibilities of the posts and the greater complexity of tasks performed. In addition, two finance assistant posts at the General Service level would be funded from extrabudgetary resources in 1998.

94. Conference and Language Support Services Section. The Section is responsible for translation/simultaneous interpretation, conference interpretation, field interpretation and court reporting services. Assuming that the number of trials envisaged for 1998 occurs as planned, it is realistic to expect that the two courtrooms will be busy in parallel sessions without recess for 240 and 159 court days for the first and interim courtrooms, respectively. This service attempts to follow the terms of the agreement between the International Association of Conference Interpreters and the United

Nations on working conditions of conference interpreters. However, with consecutive weeks of five-day hearings, the present level of staffing does not allow this. Since the language combinations used at the Tribunal are somewhat rare, interpreters sometimes have to work through relay. This procedure significantly adds to the workload for conference interpretation. The workload of the translators will also rise correspondingly with the increase in the volume of documents and transcripts to be translated into the two official languages of the Tribunal.

95. The current structure is comprised of 1 P-5 (Chief of Section), 10 P-4 (7 Translator/Revisers and 3 Conference Interpreters), 19 P-3 (15 Translators and 4 Conference Interpreters), 8 P-2 (Translators) and 3 General Service (Other level) temporary posts. This would have to be augmented through the establishment of nine P-4 (three Translator/Revisers and six Conference Interpreters) and five P-3 (Conference Interpreters) new temporary posts. In addition, the post of a text-processing clerk at the General Service level, funded from extrabudgetary resources, would be retained in 1998. The resulting proposed structure would enable the service to provide the requisite support for the trial activities.

96. Electronic Support and Communications Services Section. The services offered include both computer services and communications, which in many operations are two separate areas of responsibility. The technological requirements of the Tribunal include the operations, support and maintenance of two distinct computer networks, one dedicated to the operations of the Office of the Prosecutor and one for the Registry. Systems development is a key area of responsibility, in the absence of the Integrated Management Information System for offices away from Headquarters, the Tribunal has been required to implement automated systems for personnel and procurement, and is currently developing an automated archiving system. Further, the Tribunal requires significant audio and visual support for the courtroom, including television coverage of court activities, and the management of computerized courtroom exhibits systems. The communications area requires installation and maintenance of telephone and fax services, including the provision of field communications.

97. The current structure of this Section includes 1 P-4 (Chief of Section), 2 P-3 (Communications Coordinator and Senior Programmer), 2 P-2 (Communications Officer Field Support and a Courtroom Operations Coordinator), 3 General Service (Principal level) (a senior LAN administrator and 2 senior technical directors), and 16 General Service (Other level) (3 communications technicians, 1 communications clerk, 2 programming assistants, 1 helpdesk coordinator, 5 computer support assistants, 1 senior audio-visual technician, 1 senior computer operations assistant, 1 audio-visual technician and a computer operations assistant) existing temporary posts.

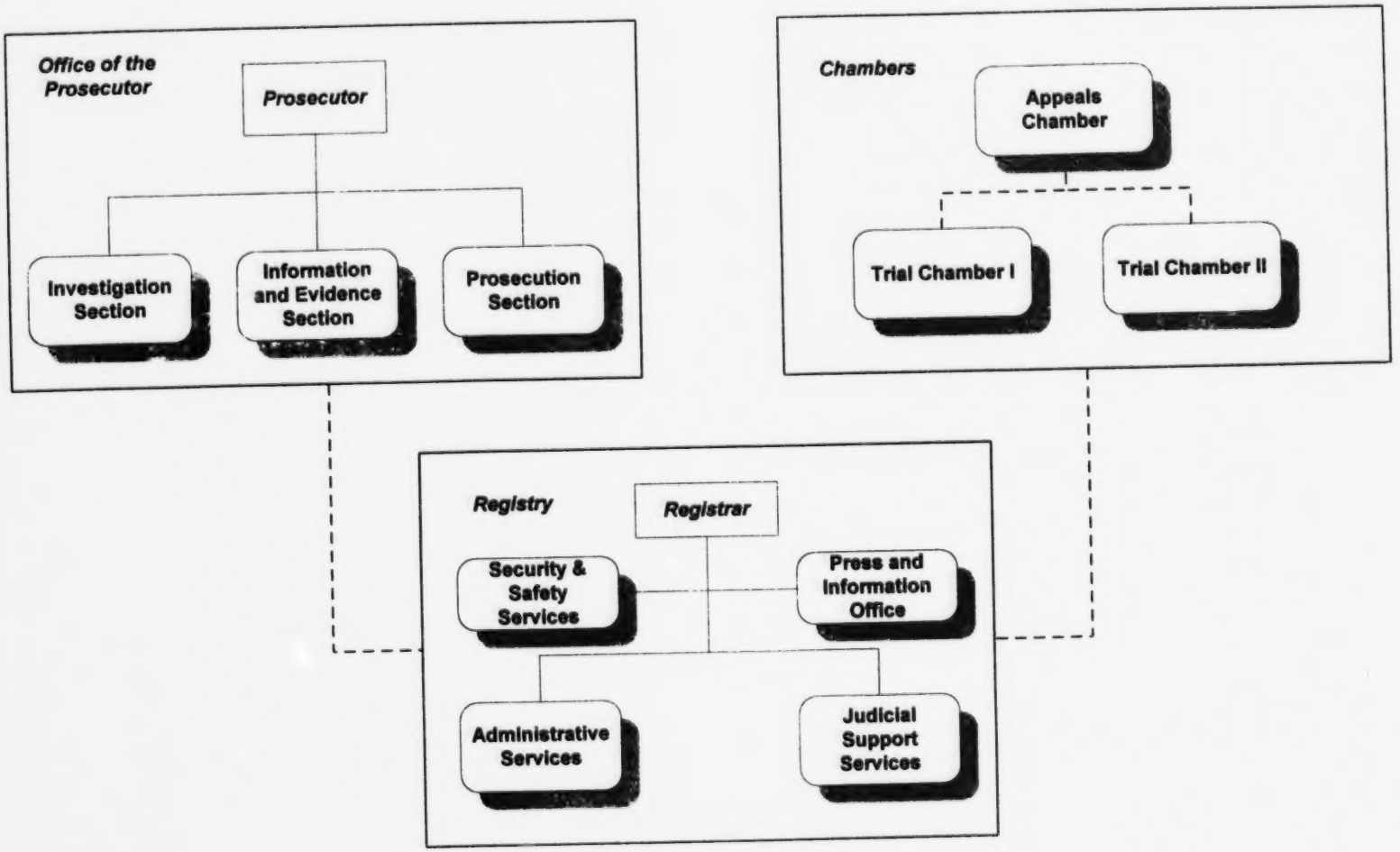
98. In order to provide the above essential services, it is proposed to augment the current structure with the establishment of one P-3 (Computer Support Coordinator), two P-2 (a Programmer and a Computer Training Officer) and nine General Service (Other level) new temporary posts. The latter consist of a programming assistant, two LAN administrators, two computer support assistants, a video director, an audio-visual technician, a court computer operations assistant and a computer training assistant. In view of the expanded

responsibilities performed by the chief of section, it is also proposed to reclassify the post to the P-5 level. In addition, a new temporary post of administrative assistant at the General Service level would be established in 1998 and funded from extrabudgetary resources.

Annex V

Organigrammes

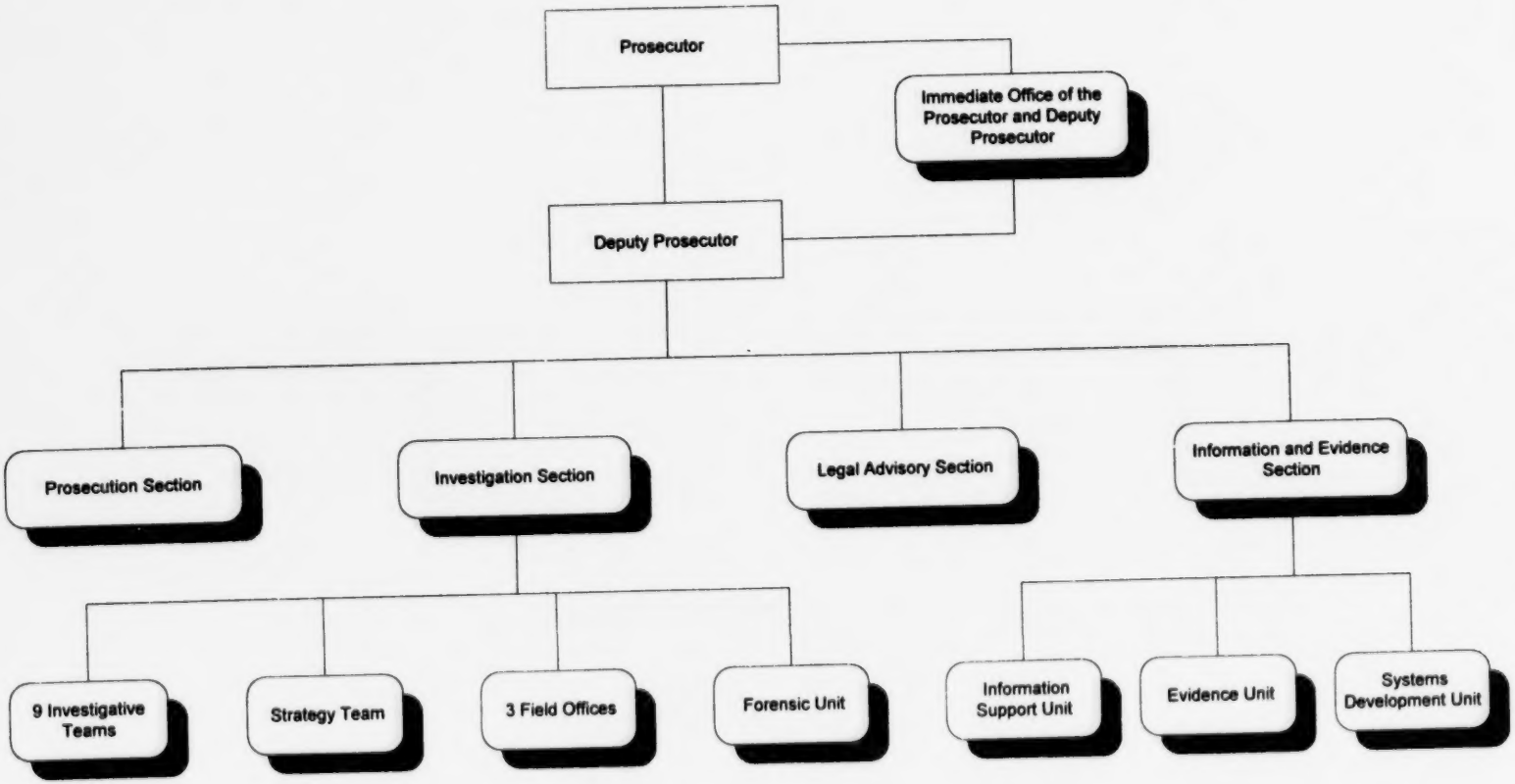
A. International Tribunal for the Former Yugoslavia



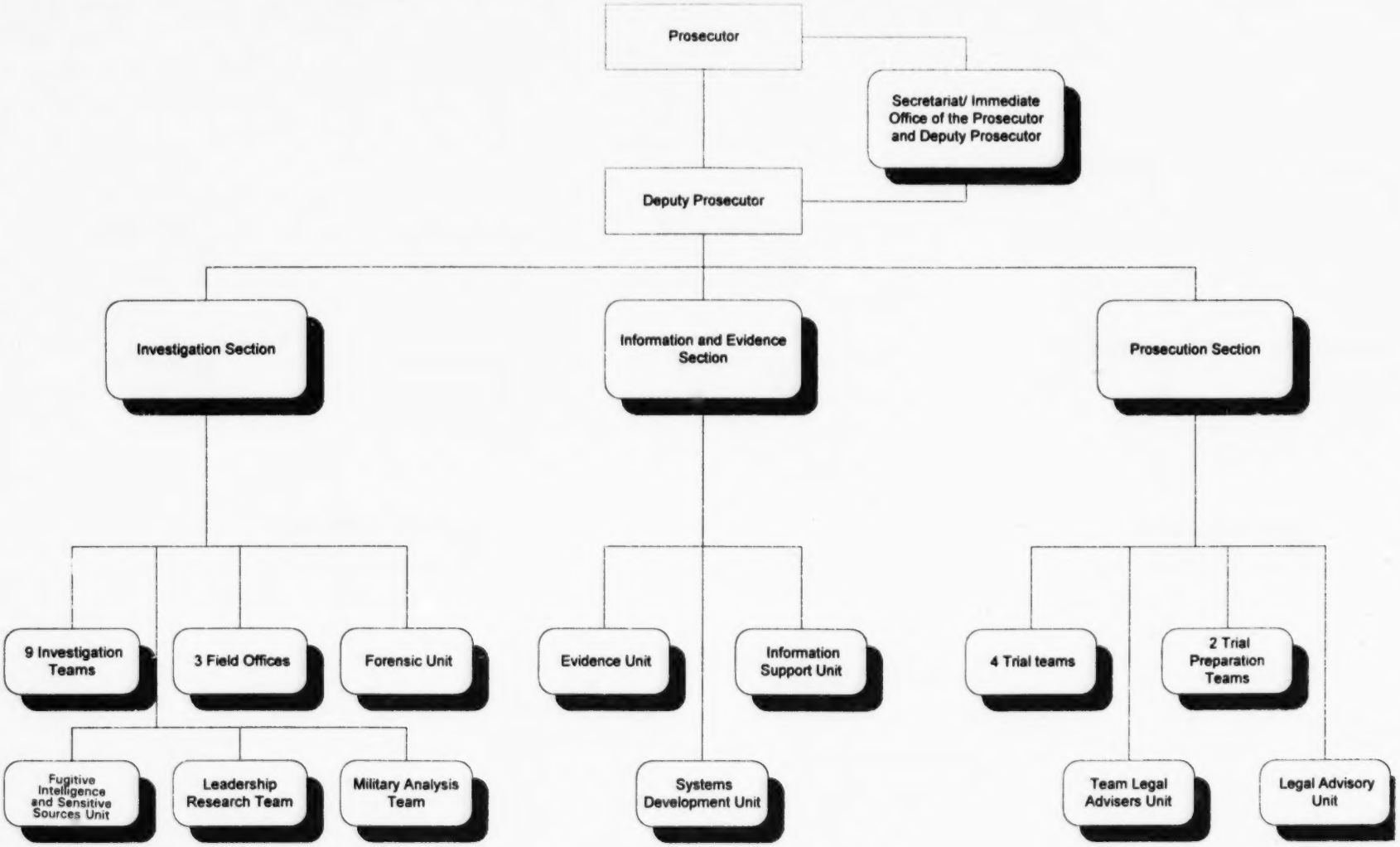
B. The Chambers

/...

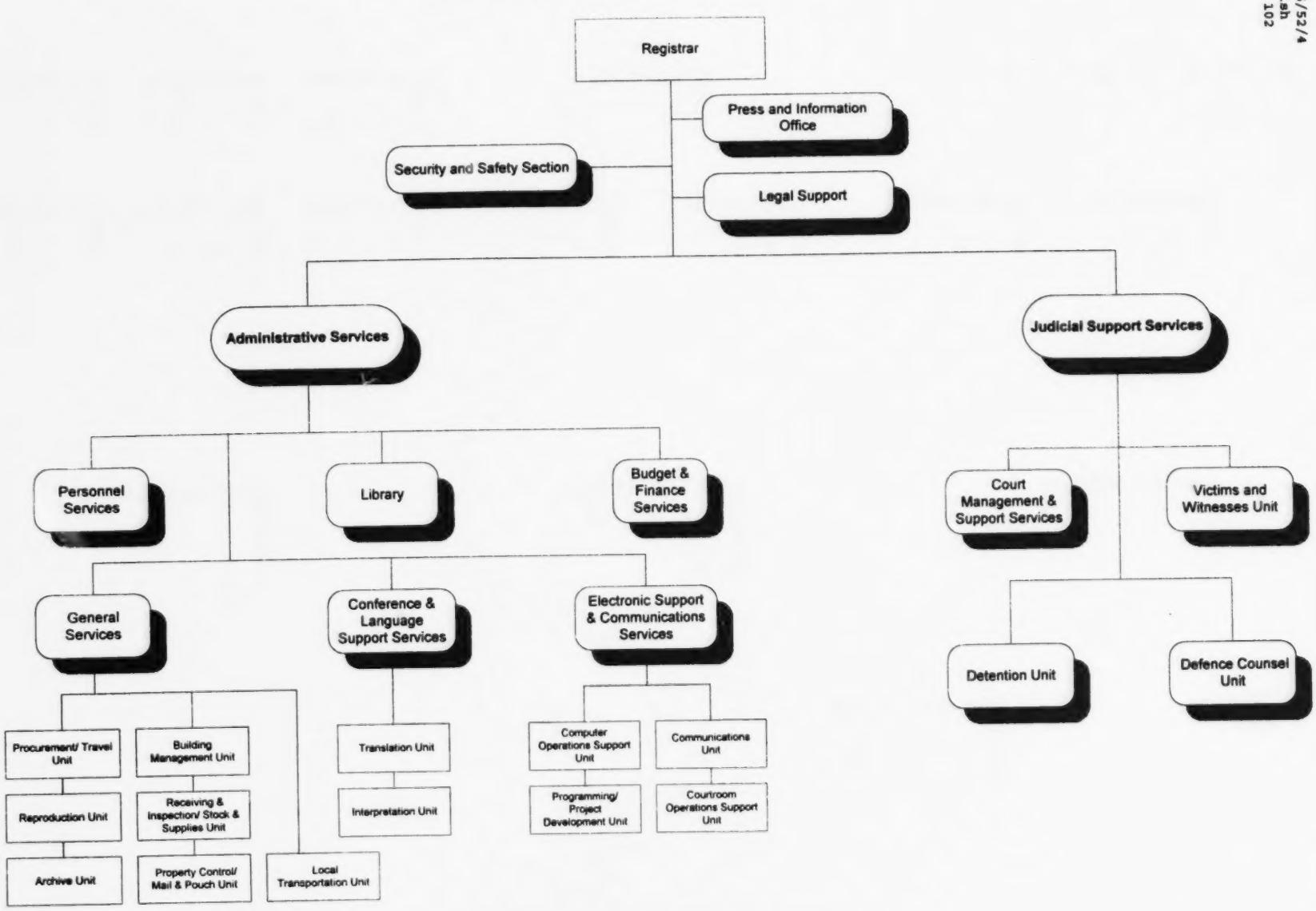
C. Office of the Prosecutor: current structure 1997



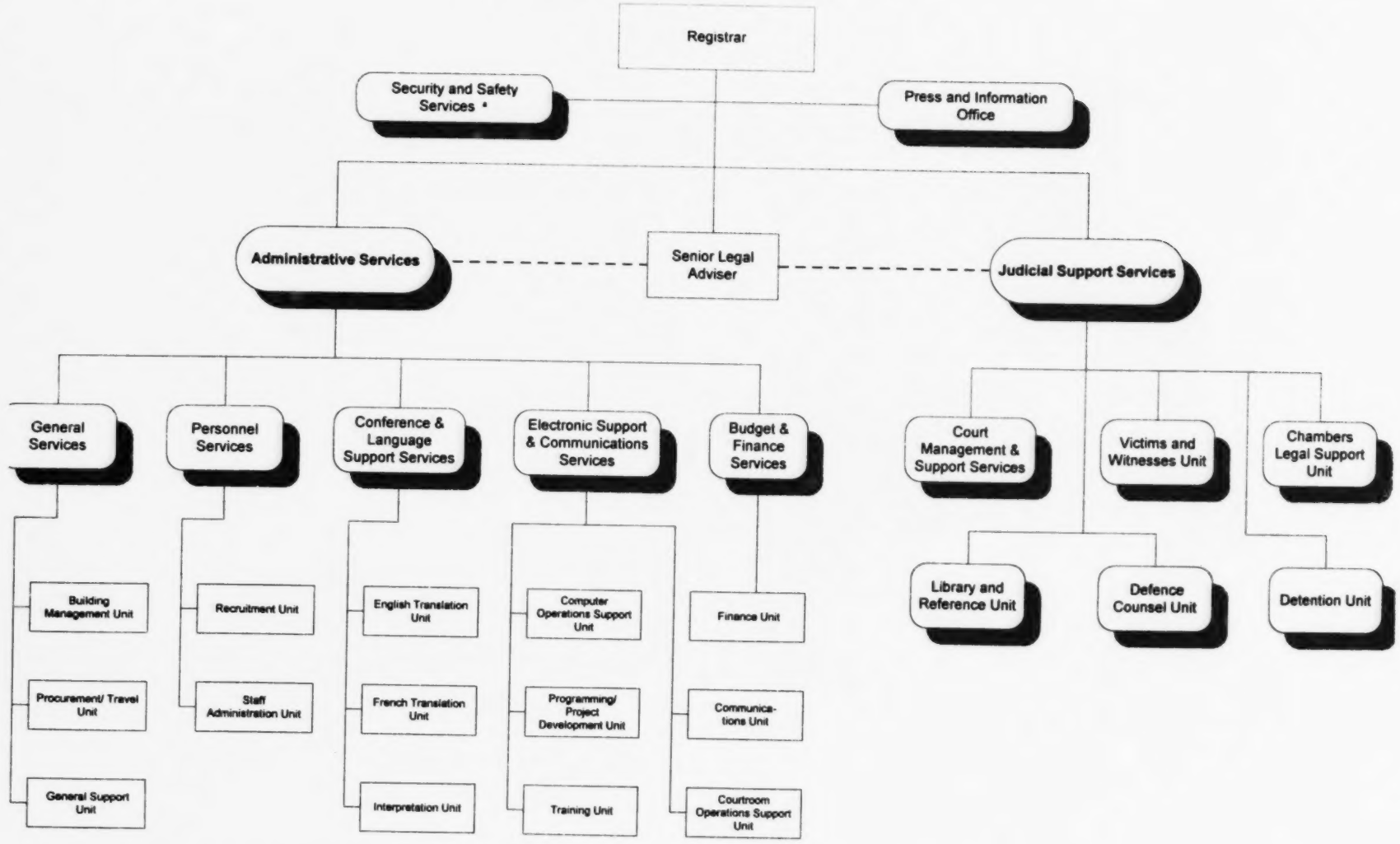
D. Office of the Prosecutor: proposed structure 1998



E. The Registry: current structure 1997



F. The Registry: proposed structure - 1998



[a] The Chief of Administration has delegated authority in respect of the Security and Safety Services on a number of particular issues. These relate to operational aspects of security and safety of premises and staff, excluding those of the Detention Unit and detainees.

Annex VI

Cost apportionment for the financing of the International Tribunal

	Gross	Net
	(United States dollars)	
Initial appropriations for the period from 1 January to 31 December 1998	71 094 700	64 216 200
Less: Estimated 1997 unencumbered balance	(10 873 800)	(10 000 000)
Cumulative surplus fund balance as at 31 December 1995	(5 600 000)	(5 600 000)
Balance to be appropriated, of which:	54 620 900	48 616 200
Contributions assessed on Member States in accordance with the scale of assessments for the regular budget for the year 1998	27 310 450	24 308 100
Contributions assessed on Member States in accordance with the scale of assessments for peacekeeping operations for the year 1998	27 310 450	24 308 100